Research Proposal of the Thesis Entitled

Ramification of Sustainable HRM Practices on Organization Sustainability: Influencing by Employee Green Value, Employee Green Behaviour and Organization Green Culture

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1. Introduction

In the current scenario of global business, organizations are more and more recognizing the imperative of sustainable practices as key drivers of long-term success and resilience. As businesses navigate the intricate relationship of economic, social, and ecological factors, the role of Human Capital become an important while fostering sustainable practices within organisations. Sustainable HRM involves strategies and practices that encourage the employee well-being, ethical decision-making and development of human capital with an eye toward long-term organizational goals. This research discovers the complex relationship of Sustainable HRM practices and their wide-ranging consequences on Organizational Sustainability, with a specific focus on the influence exerted by Employee Green Value, Employee Green Behaviour, and the cultivation of Organization Green Culture. Employee Green Value encompassing the personal commitment and alignment of individuals with environmentally conscious principles, is a fundamental aspect in fostering a culture of sustainability. However, Employee Green Behaviour, reflects the tangible actions and choices made by employees which contribute to sustainable practices within the organizational framework. Both these elements are intricately intertwined and creating the base for sustainable HRM. Similarly, Organization Green Culture nurtures a workplace environment that values social responsibility, environmental awareness, and ethical behaviour, thereby contributing to the sustainability agenda. The ensuing chapters covers relevant literature, examine

methodologies employed, and present findings that light up on the complex association between sustainable HRM practices and organizational sustainability.

The visible research outcome of this study is to add not only to the educational purpose but also provide real-world scenario of organizations and policymakers who are aiming to foster sustainable and resilient organisations. Through a comprehensive exploration of these critical dimensions, we aspire to pave the way for a more enlightened understanding of how Sustainable HRM and Sustainable Organization Culture can act as catalysts for Organizational Sustainability in the 21st century.

2. Review of Literature

A detailed literature review was carried out to understand the research on Sustainable HRM Practices and their influence on employee-level and organization-level variables i.e. Employee Green Values, Employee Green Behaviour, Organization Green Culture, Sustainable Development Practices and Organization Sustainability. Details studies were conducted of 53 Articles / Journals collected from the sources like Google Scholar, Science Direct, Taylor & Francis and Springer. A brief record of the same has been narrated below;

(Kidd, C. V., 1992) mentioned in his paper that the term "sustainability" began to be used in policy documents and reports after 1978, culminating in its use in the 1989. Group of Seven summit meeting and the broad concept of sustainability encompasses economic, political, and social goals, and values and choices based on ethical principles are seen as integral to the concept.

(Zaugg, R. J, et al, 2001) From their research, they found that companies are concerned about Sustainable HRM and implemented numerous components such as career planning

models, motivation for continuous education, and outplacement assistance. However, the application of sustainable human resource management is currently limited and not systematic, with untapped potential in areas such as female employees. Further analysis and case studies will be conducted to provide concepts for implementation.

(Zairi, M., & Al-Mashari, M, 2005) mentioned in their research article that developing a culture of sustainable innovation can be achieved through various strategies such as brand development-led forums, engineering/supply chain-led forums, partnership events with suppliers, continuous innovation education and training, co-location and secondments, innovation networking, and reward and recognition for innovation, supported by IT and HRM processes.

(Nurse, K., 2006) mentioned in his research that culture is postulated as the central pillar of sustainable development, integral to the economy, society, and ecology and it is challenging to the mainstream of develop mentalism and modernization which contribute to global issues. Sustainable development should be redefined to prioritize social justice, self-reliance, and ecological balance, with culture as a strategic resource for SIDS.

(Ehnert, I, 2009) mentioned in his study that Sustainability is an ancient concept with diverse meanings, and its application to HRM is still being defined and operationalized. The research identifies the need for a longer-term, sustainable perspective on the acquisition of human resources.

(Baumgartner, R. J. 2009) found that companies have to align their organizational culture with sustainability activities to minimize the risk of hijacked environmentalism and also suggested that company has to integrate sustainability aspects into the daily business operations of corporations in the long run.

(Kramar, R., & Hariadi. M. F., 2010) identified from their research that Sustainability requires a new way of thinking about business success, with HRM playing a significant role in furthering broader organizational outcomes and sustainability outcomes.

(Despeisse. M., Mbaye, et al, 2012) conducted a literature survey and found that sustainable manufacturing practices are being adopted by industries, but there is a lack of analysis and publication of these practices. Manufacturers and researchers should document and publish more cases on the practice and benefits of sustainable manufacturing, using common terminology.

(AlAqeel. A. A., 2012) reviewed approx. 7800 articles on sustainable development (SD) employed a systematic literature review method and Identified and categorized the main factors influencing Sustainable Development Outcomes (SDO). He describes a detailed discussion on the development and application of a systematic review model and presents a comprehensive table summarizing the final production and influence type of all identified factors.

(Moran, B., & Tame, P. 2012) emphasizes on the need for a shift organizational vision and daily operations to embrace sustainability through listening to each people effectively and giving opportunities for professional development by providing ownership and deepening education.

(Boone. T., 2012) identifies key components of organizational structure that support sustainability in healthcare from the case studies of different healthcare organizations in the US and mentioned that effective sustainability practices involve leadership, organization, and performance measurement decisions.

(Stankeviciute. Z., & Savaneviciene. A., 2013) did a scientific literature review and mentioned in their article that Sustainability in HRM is an extension of strategic HRM,

addressing challenges such as scarcity of human resources and negative effects on employees. It requires economic, social, and environmental partnership, leading to more efficient traditional tasks and synergy effects. Both authors suggested that a better understanding of empirical research on organizations' perception and employees' perceptions of sustainable HRM is necessary.

(Jerome N., 2013) reviewed the literature on Sustainable HRM practices and found that it has a positive impact on organizational performance, including financial and market performance. He added that the implementation of sustainable HRM leads to outcomes like employee satisfaction, motivation, retention, and a positive social climate and it is essential for achieving long-term organizational goals.

(Wales T., 2013) reviewed around 200 articles between March 2012 and May 2013**.** He pointed out that sustainability is an emerging are for organizations to change their practices considering the global economic crisis. The concept of sustainability lacks a single approach or model, and further research is needed to understand its impact on organizations during the recession and the role of HR in contributing to sustainability.

(Paillé P. , et al, 2014) find out from the study that Organizational Citizenship Behaviour for the Environment (OCBE) fully mediates the relationship between Strategic Human Resource Management (SHRM) and Environmental performance. Internal environmental concern was also found to moderate the effect of SHRM on OCBE.

(Nordin N., et al, 2014) did a case study on sustainable manufacturing practices in a Malaysian company, and found that there is a positive impact of these practices on environmental sustainability and firm efficiency. He mentioned in his study that the

benefits of implementing sustainable manufacturing practices include reduced operation costs and improved employee satisfaction.

(Mazur B., 2014) carried out the study on Sustainable HRM and find out that sustainability in HRM is crucial for long-term shareholder value and integrating economic, environmental, and social opportunities into business strategies. SHRM plays a significant role in advancing organizational sustainability and is essential for balancing stakeholder needs and preventing negative side effects like work-related stress.

(Galpin T., et al, 2015) utilized a narrative synthesis approach to integrate empirical and practitioner literature across various disciplines**.** He found that implementing an effective strategy for sustainability is a challenge for organizations, but integrating the components of a model can embed sustainability into the organization's infrastructure foster a culture of sustainability, and help the organization to improve employee performance and engagement, enhance reputation, and increased brand equity, market share, and customer loyalty.

(Mitra P. K., et al, 2015) mentioned in their study on sustainability reporting in the Indian Chemical Industry exposed that respondents believe it should be part of corporate governance, but lack awareness of the process. He pointed out that the GRI framework failed to attract the SME segment of the Indian Chemical Industry and a consensus-based simplified framework is required for sustainability reporting in the Indian Chemical Industry because of lack of legal framework and proper guidance for implementation .

(Mazur B., 2015) identified diversity management and work-life balance as key aspects of sociological and psychological SHRM from the research. As per study found that HR can contribute to sustainability through diversity management and work-life balance

programs. SHRM integrates sociological and psychological approaches to enhance organizational sustainability

(Hami N., et al, 2015) collected data from 150 Malaysian manufacturers and examined the relationships among sustainable manufacturing practices (SMP), Innovation Practices (IP), and Environmental Sustainability (ES). From the study, they find out the importance of integrating sustainability concepts into corporate strategies and adopting environmentally friendly and socially responsible practices to improve economic performance.

(Parakandi M., & Behery M., 2016) investigated work-life balance (WLB) practices in UAE organizations and their influence on the outcome of employee's performance and work-life balance initiatives in the UAE are indeed progressing but at a slower pace, with informal practices at the line manager level. Formal policies and top management support are key factors for the successful implementation of WLB programs.

(Guest D. E., 2017) suggested through ~~his~~ study that HR practices include investment in employees, provision of engaging work, creation of a positive social and physical environment, the role of voice, and organizational support. Author proposed a new HRM framework that focuses on HR practices that promote well-being of employee and a positive employment relationship.

(Charu Goyal, 2018) suggested through ~~her~~ literature review that human resource management is crucial for organizational sustainability. Sustainable HRM practices play a pivotal role in successful organizational change, although there is a lack of empirical studies on the impact of these practices on organizational change.

(Macke J., & Genari D., 2019) carried out a systematic literature review of 115 scientific articles in Scopus between 2001 and 2018**.** The critical analysis concluded that

Leadership is crucial for Sustainable HRM and a clear definition of leadership is essential for implementing sustainability principles.

(Chams N., & García-Blandón J., 2019) their systematic literature provides a clear definition of green HR functions, identifies research gaps, and examines the impact of SHRM on economic, social, and environmental sustainability. They highlighted the importance of Sustainable HRM for developing a supportable work environment to achieve Sustainable Development Goals (SDGs). The study also highlights the need to mitigate the ambiguity and complexity of the concept of sustainability and SHRM through a new theory based on Social Learning Theory and Social System Theory.

(Nawaz W., & Koç M., 2019) used a systematic methodology and reviewed 61 reports from 20 organizations to identify nine main sustainability themes and 38 functional areas that contribute to exceptional sustainability performance. The study emphasizes the importance of bridging the gap between theoretical models and practical sustainability practices to enhance their applications in organizations.

(Allouzi, H. M. E., et al, 2019) the study found that sustainability, flexibility, HRM practices, and innovation have a positive impact on increasing organizational performance and making it more efficient and innovative. Implementing HRM practices effectively can help organizations achieve their goals successfully, create long-term relationships internally and externally, and develop a talented and creative workforce

(Sifat R. I, 2019) explained through ~~his~~ study that Leadership is essential for achieving sustainable development, particularly in the social, human, and cultural dimensions. Effective leaders exhibit specific behaviors that differentiate them from ineffective ones, and these behaviors can be learned and developed. The achievement of sustainable

development is a cyclical relationship with planning, implementation, and monitoring, which are key duties of a leader.

(Gyurák Babeľová Z., et al, 2020) identified that different generations of employees perceive organizational quite differently, particularly in terms of relationships among employees. It analyses the perception of relationships among employees and the impact of human resource management procedures on organizational performance.

(Muñoz Pascual. L., & Galende del Canto. J., 2020) offers multiple approaches to analyze the importance of sustainable HRM for organizational performance. The paper evaluates six relevant methods for the examination of Sustainable HRM and Organizational Performance. It includes the Resource-Based, Dynamic Capabilities, Knowledge-Based, Behavioural Theory, Human Relations Theory, and Cooperative Systems and Ambidextrous Organizations. The paper also proposes an integrative theoretical framework for understanding sustainable HRM and its impact on organizational performance.

(Singh. K. P., & Pandey. K. N., 2020) carried out a study on auto clusters in Delhi/NCR and examined the relationship between Green HRM practices and employee engagement. From their study, they observed that healthy Green employee relations are important, including recognizing unions as key stakeholders and providing opportunities for negotiation on green issues. Employee involvement and participation in green workshops should be encouraged. Green rewards increase dedication, so management should properly reward employees who acquire environmentally friendly skills.

(Davidescu, A. A., et al, 2020) investigated the link between employee development, job timing, job flexibility, employee satisfaction and employee performance among Romanian employees. They suggested that work flexibility is very important for

achieving job satisfaction and performance because it ultimately impact positive on well-being of the organization.

(Sarmawa, I. W. G. et al, 2020) identified organizational trust as an essential factor between ethical entrepreneurial leadership and organizational sustainability. They suggested that enhancing organizational trust was crucial for improving the sustainability of an organization.

(Sorribes, J., et al, 2021) explained through their research article that the implementation of socially responsible labour practices in human resource management positively affects well-being of employee, particularly in times of economic crisis. Practices related to personal quality of life aspects, such as work-life balance, non-discrimination, and environmental workplace conditions, are effective in increasing well-being of employee during times of crisis

(Stařeček, A., et al, 2021) through their research suggested that clear, transparent, and fair remuneration is not only a significant motivating factor but also affects the perception of the employer as socially responsible and fair. This impacts the relationship of employees with the employer and the employer's reputation in society and the labour market.

(Khaskhely, M. K., et al, 2021) examine the influence of employee green values on corporate sustainable environment performance in the manufacturing sector and the study concluded that organizational green culture plays a mediating role between employee green values and behaviors, and corporate environmental sustainability performance.

(Amjad, F., et al, 2021) reported that GHRM practices significantly impact organizational sustainability through environmental and employee performance**.** Green

training and development, while influential, is less impactful on performance of employees compared to other GHRM practices. Green performance appraisal and reward systems are challenging to implement but are associated with improved performance of employees.

(Jaskeviciute, V., et al, 2021) explores the relationship between sustainable HRM practices, employee well-being, organizational trust, engagement, and job satisfaction at different levels (individual, team, and organization) in their research and find out that Sustainable HRM practices positively influence on employee well-being, leading to critical thinking, positive social behaviour, good feelings, effective performance, and increased organizational trust.

(Zhu, J., et, al, 2021) reported that Green Human Resource Management (GHRM) positively affects both Voluntary Green Behaviour (VGB) and Task-Related Green Behaviour (TGB) of employees. They identified two mediating variables, Environmental Belief (EB) and Green Organizational Identity (GOI). EB mediated the positive relationship between GHRM and VGB, while GOI mediated the positive relationship between GHRM and TGB.

(James, K. V., & Priyadarshini, R. G. 2021) suggested that Responsible Leadership is a crucial approach for organizations to achieve sustainability and meet the needs of all stakeholders.

(Ketprapakorn. N., & Kantabutra. S. 2022) reviewed board range of literature provides a comparative review of existing models and introduces a dynamic theory with elements like sustainability assumptions and vision. The study fills a theoretical gap by proposing a combined theory of sustainable organizational culture as an interim struggle.

(Priyashantha, et al, P. 2022) examined the Impact of Green Human Resource Management (GHRM) on green behaviours through the green attitude of employees. GHRM effects employees' green attitudes, which in turn lead to their green behaviours, indicating a partial mediation effect.

(Fachada, J., et al, 2022) found that green practices in organizations is expected to result in lower levels of environmental pollution and contamination. Green behaviours applied at work are also reflected in personal life and vice versa.

(Wang, S. et al, 2022) found that green knowledge management (GKM) strengthens organizational capabilities to achieve green innovation and sustainable development goals (SDG). Organizational green culture (OGC) was found to strengthen the relationship between GKM and green innovation for achieving SDG.

(Nuswanto, V. B., et al, 2023) proposed a conceptual model that integrates individual-level constructs from the Theory of Planned Behaviour and the Value-Identity-Personal Norm model, and highlights Green Human Resource Managements an antecedent of Employee Green Behaviour at the administrative level.

(Lu, Y., et, al, 2023) propose from their study that there is a serial mediation mechanism where SHRM-CGV (Common Good Value) contributes to employee well-being and performance through increased resilience and work engagement. The findings highlight the important role of SHRM-CGV in achieving business goals and creating sustainable organizations and suggest the need for future research to adopt a wider range of theoretical approaches in the field of SHRM.

(Abbas. Z., et al, 2023) found from their study that Green HRM has a positive impact on organizational green culture, environmental performance, and social performance.

Organizational green culture fully mediates the relationship between green HRM and environmental performance, as well as between green HRM and social performance.

(Zacher, H., et al, 2023) identified from their research that Employee Green Behaviour (EGB) is a compound performance domain that comprises a set of measurable employee actions that are linked with and contribute to or detract from environmental sustainability.

(Tang, G. et al, 2023) The paper highlighted the positive influence of employee green behaviour on firms' environmental performance and suggested the need for an extensive framework to evaluate experimental findings at dissimilar levels of investigation and for different methods.

(Assoratgoon, W., & Kantabutra, S. 2023) The paper identified four phases of sustainability organizational culture (SOC) and provided frameworks on sustainable cultural transformation.

(Dominguez-Escrig, E., & Mallen-Broch, F. F. 2023) suggested that organizational learning capability fully intervenes the relationship between stewardship leader behaviour and radical innovation.

3. Problem Definition:

The intricate relationship between SHRM practices, Employee Green Value, Employee Green Behaviour, Organizational Green Culture, and Organizational Sustainability remains inadequately explored in the current Literatures. There is non- existence of research which addressed the mechanisms through which Sustainable HRM practices effects on Organizational Sustainability, through the influence of Employee Green Value, Employee Green Behaviour and Organizational Green Culture. Its represents a significant gap in knowledge and practical aspects. This research will address this gap

by exploring an influence of Employee Green Value, Employee Green Behaviour, and Organizational Green Culture in the inference between SHRM practices and Organizational Sustainability.

4. Research Questions:

1) How does Sustainable HRM practices influence Organizational Sustainability?
2) How does Employee Green Value influence the association between Sustainable HRM practices and organization sustainability?
3) How does Employee Green Culture influence the association between Sustainable HRM practices and organization sustainability?
4) How does Organizational Green Culture influence the association between Sustainable HRM practices and organization sustainability?
5) What are the challenges faced by organizations while implementing Sustainable HRM practices and cultivating an Organization Green Culture?

5. Need and Significance of Study:

This study provided significant effects on both academia and practice. Firstly, it gives the theoretical explanation about the associations between Sustainable HRM practices, Employee Green Value, Employee Green Behaviour, Organizational Green Culture and Organization Sustainability. Secondly, it also provides a practical understanding for the organization who seeking to enhance sustainability through Sustainable HRM practices and cultural development. Additionally, the study may inform policymakers to enabling the formulation of guidelines and strategies for fostering sustainability in organizations. The study addresses several key aspects that contribute to its significance:

5.1 Theoretical Understanding

The study contributes to exploring the intricate relations between Sustainable HRM practices, Employee Green Value, Employee Green Behaviour, Organizational Green Culture, and Organizational Sustainability. It seeks to uncover the underlying mechanisms that connect these elements, offering a nuanced understanding of how they interact within the organizational context.

5.2 Practical Insights for Organizations

By understanding the effect of Employee Green Value, Employee Green Behaviour and Organization Green Culture, establishments can strategically line up their HRM practices with the SDG Goals. It will help organizational leaders for the designing and implementing effective sustainable practices in to organization.

5.3 Guidance for Policymakers

The studies contribute to policymakers and regulatory bodies about the dynamics between Sustainable HRM, Employee Green Value, Employee Green Behaviour, Organizational Green Culture and Organization Sustainability. The insights gained can be instrumental in shaping policies that encourage sustainable practices within organizations, fostering a business environment that prioritizes long-term societal and environmental well-being.

5.4 Strategic Decision-Making

For business leaders and decision-makers, understanding how Sustainable HRM practices impact on Organization Sustainability with influence of Employee Green Value, Employee Green Behaviour, Organizational Green Culture . This knowledge can help decision-makers in the decision-making process related to HRM strategies, organizational culture development, and overall sustainability planning.

5.5 Educational Contribution

The study adds to academia by providing a complete knowledge about the interaction between Sustainable HRM, Employee Green Value, Employee Green Behaviour, Organizational Green Culture and Sustainability. It will help to academic institutions, researchers, and students who interested in research area of sustainable business practices.

5.6 Building a Sustainable Organizational Framework

By discovering the mediating effect of Employee Green Value, Employee Green Behaviour, Organizational Green Culture the study helps in the development of a framework that integrates HRM practices into the broader organizational culture, fostering a sustainable mind-set. This framework can provide a guidance to organizations who implant sustainability into their core values and practices.

6. Research Objectives:

Primary objective of research is to discover the Ramification of Sustainable HRM Practices (SHRMP) on Organizational Sustainability by examining the influence of Employee Green Value, Employee Green Behaviour and Organization Green Culture. By exploring these complex interconnections, the study delivers the valuable insights into how establishments can strategically assimilate these elements to not only improve their performance but also reinforce their foundations for sustained success in an ever-changing business landscape.

Sub-objectives of Research are as follows;

- Assess the current level of Sustainable HRM practices in Organizations.
- Explore the Ramification of Sustainable HRM Practices on Organizational Sustainability.

- Examine the effect of Sustainable HRM practices on Employee Green Value, Employee Green Behaviour and Organization Green Culture.
- Examine the effect of Employee Green Value, Employee Green Behaviour and Organization Green Culture on Organization Sustainability

7. Identification of gaps or areas for further exploration:

Research has highlighted the positive influence of Sustainable HRM practices on numerous organizational outcomes, including employee engagement, organizational reputation/ performance, and financial performance, and organizational sustainability. However, while individual research has examined the association between Sustainable HRM practices, Employee Green Value, Employee Green Behaviour, Organizational Green Culture and Organization Sustainability, there is a notable gap in understanding how these elements interact and collectively contribute to overall organizational sustainability. Important gaps from individual research are mentioned below;

- Literature focuses on the theoretical development of relationship between Sustainable HRM practices and Organization Sustainability and does not provide empirical evidence or case studies to support the proposed theory.
- The current representations on Sustainable HRM does not focused on effect of Employee Green Value, Employee Green Behaviour and Organization Green Culture on organizational sustainability.
- Literature does not identify common factors and framework for decision-making in leadership and coordination within an organization to create a culture of sustainability through Employee Green value, Employee Green Behaviour and Organization Green Culture.

- Literature does not discuss potential challenges or barriers to implementing Sustainable HRM practices within different types of organizations or industries.
- Lack of empirical evidence and quantitative data to support the proposed relationships between Employee green values, Green behaviours, and Corporate sustainable environmental performance.
- Lack of detailed case studies on influence of Employee green values, Green behaviours and Organization Green Culture on Sustainability.
- Sampling and Data collection for the research is biased i.e. Data collected for the research is from the Managers only which will not represent the whole population.

8. Conceptual Framework of study:

Considering the literature review and research gaps mentioned above, I proposed a conceptual framework of study that filled up the gap between Sustainable HRM practices, Employee Green value, Employee Green Behaviour, Organization Green culture and Organization Sustainability.

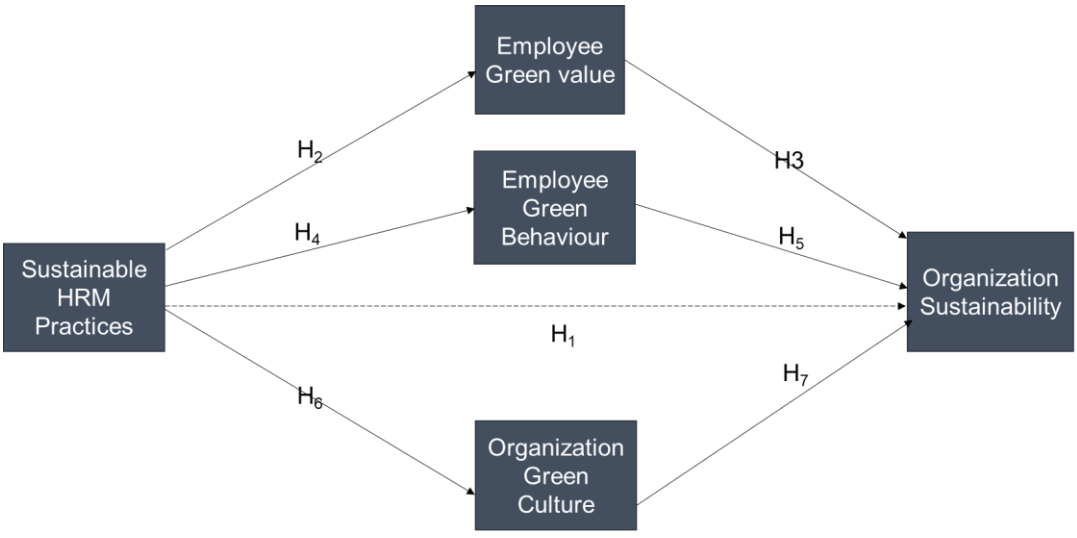

Figure 1: Proposed Conceptual Framework

9. Hypothesis:

H1: Sustainable HRM practices have a positive effect on Organizational Sustainability.

H2: Sustainable HRM practices have a positive effect on Employee Green Value

H3: Employee Green Value influence the association between Sustainable HRM practices and Organizational Sustainability.

H4: Sustainable HRM practices have a positive effect on Employee Green Behaviour.

H5: Employee Green Behaviour influence the association between Sustainable HRM practices and Organizational Sustainability.

H6: Sustainable HRM practices have a positive effect on Organization Green culture.

H7: Organization Green Culture influence the association between Sustainable HRM practices and Organizational Sustainability.

10. Research Methodology:

10.1 Proposed Research Design

A Sequential Equation Modelling (SEM) is suitable for a research on the Ramification of Sustainable HRM on Organizational Sustainability with an influence of Employee Green Value, Employee Green Behaviour, and Organizational Green Culture. This approach provides incorporation of quantitative and qualitative research to understand the complex relationships involved.

10.2 Data Collections Methods

I will use both methods for data collection i.e. Quantitative and Qualitative. Quantitative data will be collected through Surveys and Qualitative data will be collected through Interviews. Surveys will assess perceptions of Sustainable HRM practices, Employee Green Value, Employee Green Behaviour, Organizational Green Culture and

Organizational sustainability. Interviews will provide qualitative insights and validate survey findings.

10.2.1 Quantitative Research

Surveys Questionnaires: Develop a structured survey instrument to collect quantitative data on Sustainable HRM practices, Employee Green Value, Employee Green Behaviour, Organizational Green Culture and Organizational sustainability indicators. This can include Likert-scale questions, demographic information, and items assessing specific aspects of HRM and organizational culture.

10.2.2 Qualitative Research

In-depth Interviews: Conduct in-depth interviews with key stakeholders, including HR managers, employees, and organizational leaders. Use semi-structured interviews to explore nuanced perspectives on Sustainable HRM practices, Employee Green Value, Employee Green Behaviour, Organizational Green Culture and Organization Sustainability.

10.3 Mixed-Methods Integration

Sequential Design: Use a sequential research design, where one phase of the study (e.g., quantitative data collection) is followed by another phase (e.g., qualitative data collection) to build on or further explain the findings of the previous phase.

10.4 Participants and Sampling Methods

Random Sampling: Employ random sampling techniques for the quantitative survey to ensure that the sample is representative of the larger population of interest. For random sampling, I want to take survey of 200 employees of 50 companies.

Purposeful Sampling: Use purposeful sampling for qualitative interviews, selecting participants based on their relevance to the research questions and the richness of

information they can provide. For purposeful sampling, I want to take interview of 50 key peoples of the companies.

10.5 Data Analysis

Quantitative data will be analyzed using statistical techniques such as regression analysis to test the hypothesis through SMART PLS software. Qualitative data from interviews will be analyzed thematically to provide a deeper understanding of the relationships.

10.6 Statistical Analysis

Employ statistical methods such as regression analysis to evaluate the influence of Sustainable HRM on Organizational sustainability. Additionally, use mediation analysis to examine the influence of Employee Green Value, Employee Green Behaviour and Organizational Green Culture in the relationship.

10.7 Content Analysis

Analyze qualitative data using content analysis methods to identify repeated themes, outlines, and perceptions related to Sustainable HRM and Sustainable Organizational Culture. This can provide depth and context to quantitative findings.

10.8 Ethical Considerations

Ethical attentions are taken into consideration in both quantitative and qualitative data collections by maintaining participant confidentiality, informed consent, and respectful treatment throughout the research procedure.

With help of both quantitative and qualitative methods, researcher can understand the complex relationships between Sustainable HRM and Organizational sustainability as well as the influence of Employee Green Value, Employee Green Behaviour, and Organizational Green Culture

11. Visible Research Outcome:

The visible research outcome of the research would be understanding of how Sustainable HRM practices affects Organization Sustainability and influence of Employee Green Value, Employee Green Behaviour, and Organizational Green Culture on it. The findings are expected to disclose insights into the mechanisms through which Sustainable HRM practices affect Sustainability through the intervening role of Employee Green Value, Employee Green Behaviour, and Organizational Green Culture. This will help organizations to develop holistic strategies for long-term sustainability and resilience.

12. Scope and Limitation of Research:

12.1 Scope of Research

The research would be carried out on employees working with manufacturing and process industries. Primary data to be collected from the different levels of employee within the organization which includes entry level, middle level, and senior level positions of the industries. Study would not be possible to cover all manufacturing and process industries of Gujarat State so study would cover industries located in Bharuch district of Gujarat State.

12.2 Limitations of the Research

The research will represent the scenario of industries located in Bharuch districts so it will not address whole population i.e. industries of Gujarat State and India. The study will be going to collect data at a single point so it will not present employee perceptions and behavior over the period. In some cases, it may possible that some respondent will give bias answer in place of their true opinions which may affect the validity of collected data. For study, data would be collected from different organizations (size, capacity, structure etc.) so it may impact of generalization of findings of the study. This study will

not have focused on economic conditions, regulatory changes and technological advancement.

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